NAVSEA
CORONA
Surface Warfare Center Division

NSWC

CA Lessons Learned Meeting

Human Resources Perspective

Cathy Oaxaca-Hoote
Business Manager, NSWC Corona Division
6 March 2003

NAVSEA
CORONA
Surface Warfare Center Division

Succeeding at Competition

- **Relevant Steps:**
  - **Step 1 - Planning for CA Study**
  - **Step 2 - Develop PWS & QASP**
  - **Step 7 - Develop Management Plan**

NAVSEA
CORONA
Surface Warfare Center Division

Succeeding at Competition (cont.)

- **Step 1 - Planning for CA Study**
  - **Serve as a credible source of info on personnel issues for affected employees**
  - **Clarify the impact of personnel regulations & issues on A-76 study**
  - **Assist in educating affected employees re:**
    - **the CA process;**
    - **right to appeal; and**
    - **right of first refusal of employment w/contractor**

Succeeding at Competition (cont.)

- **Step 2 - Develop PWS & QASP**
  - **Provide current job descriptions**
  - **Obtain wage rate determination from DOL**

NAVSEA
CORONA
Surface Warfare Center Division

Succeeding at Competition (cont.)

- **Step 7 - Develop Management Plan**
  - **Conduct mock RIF**
    - **Assist with Transition Plan**
    - **Assist in estimating relocation & training costs for affected personnel**
    - **Plan how to place or assist affected employees**
  - **Provide position descriptions for MEO**

NAVSEA
CORONA
Surface Warfare Center Division

Issues

- Deficient CA guidance & materials
- Lack of defined, documented processes
- Lack of CA “experts”
- Insufficient training & networking opportunities
- Limited participation in POA&M development

NAVSEA
CORONA
Surface Warfare Center Division

Issues (cont.)

- Inconsistent involvement across NSWC & within the Divisions
- Customer-driven approach accompanied by varied levels of CA experience
- Resources
- Implementation of final decision
- Program & OMB Circular changes

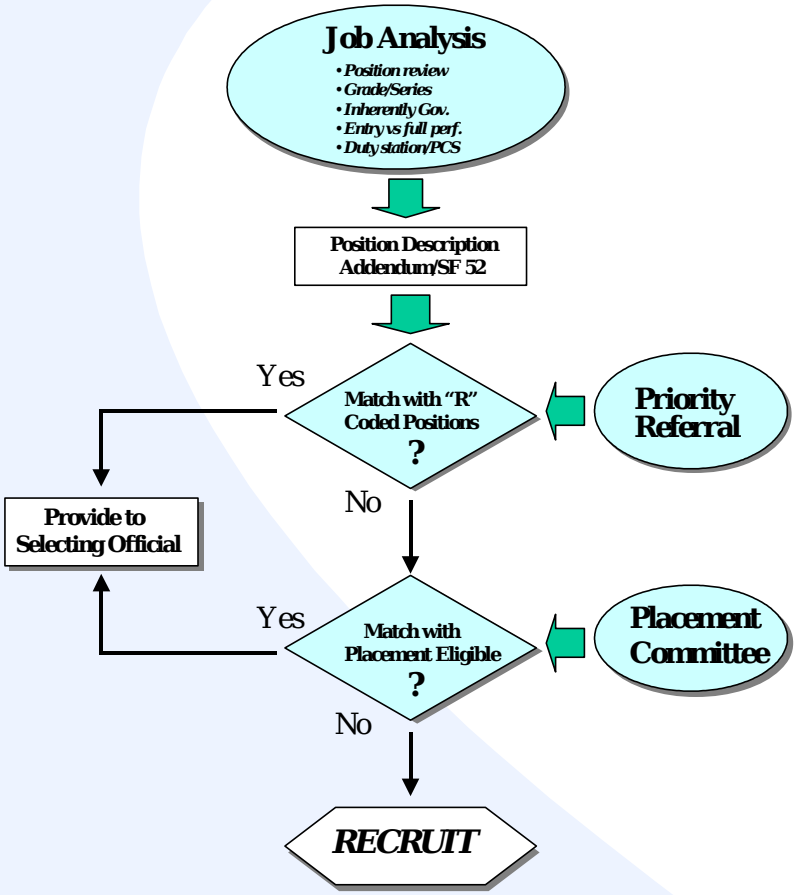
NAVSEA CORONA
Surface Warfare Center Division

What Worked?

- **Corona Division Approach**
  - **HRO was an early, integral part of CA team**
  - **HRO participation in monthly CA briefs to affected employees**
  - **HRO responses to FAQs for Intranet CA web page & discussion forum**
  - **HRO assistance in establishing a priority referral process for affected employees**

What Worked? (cont.)

Position Management *Process*



NAVSEA CORONA
Surface Warfare Center Division

What Worked? (cont.)

- **Corona Division Approach (cont.)**
  - **Accrual of vacancies**
  - **Use of temporary appointments, term appointments & temporary promotions**
  - **HRO assistance in interpreting the level & classification of duties extracted from employee interviews**

NAVSEA
CORONA
Surface Warfare Center Division

What Worked? (cont.)

- **Corona Division Approach (cont.)**
  - **HRO what-if scenarios & advice to the MEO process**
  - **HRO participation in de-briefs of individually affected employees after final decision**
  - **VSIP/VERA offers**

NAVSEA
CORONA
Surface Warfare Center Division

Lessons Learned

- At Corona Division…
  - Participation by HRO in periodic meetings with affected employees was key to
    - answering questions
    - resolving issues
    - minimizing rumors
  - Priority referral process significantly reduced the number of affected employees needing placement after final decision

NAVSEA
CORONA
Surface Warfare Center Division

What More Is Needed?

- Better guides with processes & examples
- Forums for networking & sharing of best practices & expertise
- CA Training for HRO team members
- A more consistent approach
- Earlier HRO involvement in planning

NAVSEA
CORONA
Surface Warfare Center Division

What More Is Needed?

- Better communication of roles & expectations
- Bring functional managers into the process earlier to encourage advocacy
- Increased use of HRO in MEO staffing, classification & position analysis
- A defined process for Post-MEO support